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I. INTRODUCTION

Logistics plays a crucial role in the successful mission accomplishment of the Army National Guard (ARNG). It supports units in peacetime and during times of war it generates readiness that facilitates the units' transition to a deployable posture. Logistics continues to be a focal point for the Army National Guard which will ensure relevance, recruitment, maintaining of quality soldiers and serves as an enable for quality training. Logistics processes and support strategies have improved to reflect best business practices and changing technology. These improvements emphasize interoperability and compatibility with Active Army policies and systems thereby expediting unit mobilization. Logistics Transformation will bring major changes to Army National Guard logistics resulting in increased readiness with the improved sustainment performance.

The Secretary of the Army and the Chief of Staff of the Army (CSA) developed a game plan for advancing Army objectives in Fiscal Year (FY) 05 and beyond. They challenged the Army in this plan to:

Develop a joint, interdependent end to end logistics structure that integrates a responsive civil-military sustaining base with a deployable capability to meet the operational requirements of a joint and expeditionary Army.[1]

A number of major changes resulting from Army Transformation and the Global War On Terrorism (GWOT) will significantly impact the Army National Guard logistics. Force structure mix, readiness priorities, unit rotation strategies, and support processes will change nearly simultaneously over the next few years and affect every organization and soldier. The programs that support logistics readiness will change to support the new strategies and requirements of Army Transformation and its Logistics Transformation element.

This strategic plan provides direction and guidance to both the Army National Guard (ARNG) and the Army National Guard logistics community. The Army National Guard logistics community is defined as Army National Guard, Director of Logistics (ARL); the staff

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[1]P.19, *"Our Army at War – Relevant and Ready...Today and Tomorrow,"* 1 November 2004.

within the Army National Guard Logistics Division, the State Joint Force Headquarters (JFHQ) J-4 offices; all Army National Guard General Schedule (GS), Title 10, Title 32, Mobilization Day, and technicians in a logistics career field and/or responsible for logistic operations. Appendix A: Army National Guard Logistics Strategic Plan Task Matrix provides an overview of this plan's goals, objectives, associated tasks, with recommended timelines for completion. This strategic plan also articulates resource requirements necessary to the successful accomplishment of Logistics Transformation within the Army National Guard. This strategic plan provides insight to those staffs and commands outside of the Army National Guard (e.g. Department of the Army Staff ARSTAF), Forces Command (FORSCOM), Training and Doctrine Command (TRADOC), Combined Arms Support Command (CASCOM), Army Materiel Command (AMC)) the intent of the Army National Guard logistics community to achieve Logistics Transformation.

This is a future oriented document looking out to the end of the next Program Objective Memorandum (FY 2012). The Plan will require annual reviews with updates to incorporate any significant changes in the direction of Army Transformation.

The main source documents for this Plan are the: "US Army Campaign Plan," dated 12 April 2004; and Army Campaign Plan Change 1, dated 27 October, 2004; the DA G-4, "Army Logistics White Paper-Delivering Materiel Readiness to the Army", dated December 2003 (Appendix B); the Joint Staff J-4, "Focused Logistics Campaign Plan," dated October 2004; "Our Army at War—Relevant and Ready ... Today and Tomorrow", dated November 2004; and the National Guard Bureau 2005 Posture Statement, dated March 2004. Revisions of these documents may require a review of this Plan for any significant changes affecting the Army National Guard.

This Strategic Plan was developed through a cooperative effort linking the Army National Guard HQs, selected members of the Executive Advisory Group for Logistics Excellence (EAGLE) Committee, and selected Title 10 logistics officers.

II. VISION AND MISSION

The vision provides a compelling description of how the Army National Guard logistics community will operate in the future and how the logistics community and its customers will benefit. Therefore, the Army National Guard logistic community vision is to:

VISION

Transform Army National Guard logistics into a seamless, net-centric enterprise, synchronized with the joint logistics community, to provide timely, accurate logistics support to commanders.

The mission is future oriented and describes the one common purpose of the Army National Guard logistics community needed to achieve its vision:

MISSION

This logistics enterprise, synchronized with the Army's Transformation Campaign Plan, remains a relevant, capable, and ready entity that equips, maintains, and sustains Army National Guard units to support the full spectrum of State and Federal missions.

The logistics enterprise is defined as those activities, functions, and organizations which provide supply, services, maintenance, and transportation support to State and Federal missions. The logistics enterprise also includes logistics planning and management as well as logistics information systems.

GOAL ONE

Ensure the Army National Guard Logistics Community successfully implements logistics transformation by establishing systems, processes, and procedures; and sets a clear path to become a net-centric enterprise.

Goal One is focused on the Army National Guard logistics community and its ability to plan, coordinate, and successfully implement logistics transformation. This goal recognizes the national and state level logistics communities as an integral team with appropriate systems, processes, and procedures to implement logistics transformation. The community recognizes the need to have these available, in place, and being used to collaborate both within the Army National Guard and externally to achieve success.

The Army National Guard logistics community recognizes the need for a strong national staff element fully resourced to achieve this goal. To effectively participate in the Army's Transformation, the Army National Guard logistics community must become engaged in effective planning and coordination. This will make the Army National Guard a full and active participant in Army Transformation. The Army National Guard Logistics Division (ARL) recognizes that this is a team effort and that the Army Campaign Plan (ACP) will serve as the roadmap. This strategic plan along with other referenced documents has little value unless adequate resources are committed to achieve the goals, objectives, and tasks. All Army National Guard logistics stakeholders must strive to acquire the necessary resources and allocate them to this plan. The key to accomplishing this goal is a shared understanding, awareness, and ownership of logistics transformation.

HOW ARL PLANS TO ACHIEVE GOAL 1

Objectives:

1.1. Organize an Army National Guard logistics transformation cell/branch to manage and work logistics transformation.

1.2. Develop a net-centric enterprise architecture that identifies key Army National Guard business processes and aligns them to the Single Army Logistics Enterprise (SALE) and the Single Army Financial Enterprise (SAFE) architectures.

1.3. Use the EAGLE Committee to determine what logistics information is important and vital for the states to accomplish their missions.

1.4. Develop an Army National Guard Logistics Transformation Strategic Communication Plan that builds understanding, facilitates the buy-in process, and inspires ownership and action.

Objective 1.1. Organize an Army National Guard logistics transformation cell/branch to manage and work logistics transformation.

Currently, there is no one single entity responsible for the overall execution of logistic transformation with the Army National Guard Logistics Division. The ARL division chief will create a single cell/branch is to manage logistics transformation with a recognized charter defining responsibilities and authorities. The size and functional scope of this cell/branch will depend on availability of manpower and resources, but it must as a minimum address the logistics requirements in the Army Campaign Plan and the Army National Guard (ARNG) Force Generation (ARFORGEN) model. ARNG Transformation is managed and coordinated by the Force Management Division (NGB-ARF). ARNG logistics enterprise transformation must support and be linked with the overall ARNG transformation process.

Task: Develop a charter for this cell/branch

The Transformation Cell/Branch chief will create an organization and plan to leverage the existing pool of logistic experts to gather information, develop data/analysis, and attend transformation meetings. This will require identification of logistics personnel with the requisite expertise needed to work specific transformation issues from within the Army National Guard logistics community. Once an initiative is identified an Integrated Product/Process Team (IPT) will need to be established with its own criteria for success defined with a specific Plan of Actions and Milestones (POA&M) and deliverables. Budgets will need to be projected and resourced with possible bill payers identified. Appendix A identifies objective/task completion Fiscal Years (FY). The Transformation Cell/Branch must further clarify specific milestones and timelines within those FYs.

Task: Influence logistics transformation efforts through active participation in Army Staff and relevant Major Command (MACOM) IPTs related to logistics transformation.

The members of the transformation cell/branch will actively participate in the logistics transformation meetings and build a good knowledge base to thoroughly understand its initiatives and concepts. It is through this participation that the impacts to the Army National Guard will be articulated and assimilated. Through this active participation, the staff and logistics community can come together on what is determined to be the Army National Guard requirements in the process. Only through engaging in the process can the Army National Guard determine what doctrinal, organizational, training, leadership, material, soldier, and facility requirements are needed for the enterprise to transform as part of the Army while sustaining the homeland security capability.

The Transformation Cell/Branch must identify and prioritize IPTs by staff and commands with Point of Contacts (POCs) and meeting schedules. Through this identification and prioritization the ARNG can determine which IPTs to seek admittance to and attend. The

transformation Cell/Branch must build and maintain a calendar of logistics transformation meetings as well as other transformation meetings affecting or impacting logistics. The frequency of meetings and personnel available to attend may require the development of criteria to prioritize the meeting and then develop a prioritization matrix based on ability to influence Army National Guard goals and objectives. In order to influence the action and determine when it is important, it is essential the Army National Guard have representation on the Army working groups and that they are there from the start. In stakeholder interviews it was expressed that the Army National Guard have a presence from the start. In any working group, trust and confidence among the membership is developed over time, and the relationships among the members is a key dynamic in accomplishing the purpose. New or unknown members normally are not able to influence outcomes of the working groups, which may force an unwanted intervention by senior leaders after the fact. These can be overcome by ensuring continuity of membership.

The Transformation Cell/Branch will maintain a staff journal on all Transformation activities. As a minimum, this journal will contain the office of primary responsibility, internal and external stakeholders, Army National Guard equities, and Army National Guard Logistics Transformation Goals and Objectives.

Task: Identify resources and bill payers needed to plan, coordinate, and implement Army National Guard logistics transformation (manpower, budget, automation tools).

It is necessary to come to terms with what resources it takes to develop and implement the Army National Guard specific responsibilities for successful execution. As this evolves, it is also essential to prioritize the resource needs to ensure effort is focused on the highest priorities. The Army National Guard Community has to have a good sense of what is most important and then identify what it takes to get the transformation instituted. It will be necessary to identify bill payers to start and develop an implementation plan. Until the transformation matures and resources are programmed in the Army Program Objective Memorandum (POM), it will be necessary to develop budget year priorities that includes transformation costs. The unfinanced requirements (UFR) should be taken to the Program Budget Advisory Committee for consideration. The current operating year investment in transformation will establish a commitment and foundation for the future program to build on.

Task: Fully leverage Army National Guard representatives at specific commands to advocate for Army National Guard Goals and Objectives.

The Army National Guard normally has a military staff member embedded in the Army staffs at the various commands. These personnel are slated to work on those staffs and provide Army National Guard views. To get the Army National Guard's full return on the manpower investment, the embedded staff must articulate the issues across lines, inform

their command of the Army National Guard preferences and interests, and provide the Army National Guard advance information on issues and concerns. Army National Guard representatives must become and remain knowledgeable of Army National Guard goals and objectives. The Army National Guard representatives both within the Logistic Division and the embedded Active Guard Reserve (AGR) staff need to become the premier experts on the transformation initiative. Knowledge, plus understanding of the goals and objectives will enable the understanding of Army National Guard's intent about specific transformation initiatives. Armed with understanding of the intent, the embedded staff member will be fully capable of completing his or her duties. ARL must periodically schedule ARL and HQDA G-4 meetings with embedded staff to work Transformation issues and develop Army National Guard positions. The Logistics Division representatives and embedded staff must be relied upon to represent the Guard effectively and communicate internally and across the enterprise concerning the impacts and importance of the specific transformation initiatives they represent.

Task: Identify "enablers" that will assist the Army National Guard in accomplishing its transformation initiatives.

The "enablers" will provide the Army National Guard with those assets deemed necessary to transform. Establish a process, procedure, and timeline to allow states and advisors to identify logistics issues requiring national attention and resolution. The logistics community needs a forum for identification and resolution of issues requiring national attention. The EAGLE committee is a key member of the ARNG logistics community and as such is also a significant enabler to accomplishing logistics transformation. This may include a centralized Army National Guard logistics knowledge management database to list issues and an audit trail of their resolution. This database could also be used as a management tool to inform the community of issues. Build a process to rapidly disseminate time sensitive logistics information to the entire enterprise for coordination, comment, and review. The Logistics Division needs the capability to quickly inform the community of an issue and seek feedback to assist Army National Guard representatives to respond to IPT Tasks. This may include the use of the above mentioned database and a review of the purpose of periodic meetings to make them relevant and focused on specific logistics themes. A calendar of transformation events must also be available for viewing by the community. Use the Command Logistics Review Team (CLRT) to establish a logistics best practice database and through review and analysis determine logistics trends. The GKO site may be a possible site for this information. The CLRT should expand its utility by conducting a review and analysis of logistics transformation best practices and trends to assist the community. This will provide early identification of issues and potential resolutions. The CLRT information would be provided on a database available to the logistics community. This will require the CLRT to share logistics best practice findings in a visible open forum and assist in apply them during their review visits. Also, this will be shared in ways not done before and the community can quickly benefit from the insights gained.

Objective 1.2. Develop a net-centric enterprise architecture that identifies key Army National Guard business processes and aligns them to the Single Army Logistics Enterprise (SALE) and the Single Army Financial Enterprise (SAFE) architectures.

ARL is conducting a separate study on a net-centric enterprise architecture that will achieve the above objective. This architecture will be in accordance with all Defense and Army policies and requirements. It is the results from that study that will assist the Army National Guard in achieving its logistics transformation goals. The below tasks cross several functional areas and will require collaboration with functional branch staffs to support this objective.

Task: Develop a roadmap for working with these initiatives to achieve a logistics system's path for Army National Guard transformation.

The roadmap must identify how the unique missions and capabilities of the Army National Guard are addressed within existing Army and DoD initiatives. This will entail balancing the Army National Guard requirements with the desire for a single Army solution. The roadmap must address how best to ensure Army National Guard processes are including in these initiatives.

Task: Conduct technical conversion assessments of domain specific applications.

The Army National Guard must review its domain specific applications to ensure their successful conversion into the SALE and SAFE enterprise. The assessment must take into account the Army National Guard's unique systems, processes, applications and ensure they are compatible with these enterprise systems.

Task: Prioritize all applications for conversion.

Using the results from the previously mentioned study, the conversion assessments and the accomplishment of the logistics goals the Army National Guard must then prioritize their conversion within the approved roadmap.

Objective 1.3. Use the EAGLE Committee to determine what logistics information is important and vital for the states to accomplish their missions.

The use of the EAGLE Committee to achieve logistics transformation is paramount to success. The members of the EAGLE Committee are those with staff responsibility to execute logistics transformation within their states. Therefore, it is essential that those same members contribute to the planning and coordination. Through the establishment and use of EAGLE sub-committees the necessary coordination, insight, and planning will be accomplished for the first time across the logistics community. It will allow the national level staff to obtain field requirements and priorities, which will add validity and credibility to the Army National Guard's requirements to conduct transformation.

Task: Establish EAGLE sub-committees to develop an outreach strategy to expand effective participation of state logisticians in national level issues and vice versa.

Numerous internal and external stakeholders are committed to the success of logistics transformation. The EAGLE will establish sub-committees to provide the support and socialize the transformation initiatives out side the Army National Guard Readiness Center in Arlington. Effective understanding and support from the states and units will supply additional insights and expertise for the Army National Guard representatives working the initiatives throughout the Army staff and MACOMs.

Task: Each ARL Branch and EAGLE Sub-committee will determine ways to improve the flow of logistics procedures and information throughout the logistics enterprise.

As Logistics Transformation grows and matures, the transformation initiatives themselves will provide the means to improve the business practices and improve the means to share and network the information. Each branch and EAGLE sub-committee must develop methods and procedures to share this information and knowledge.

Task: Make Guard Knowledge Online (GKO) user friendly and effective for logistic matters.

GKO is a natural tool to use in placing knowledge on-line and for members to go to learn about their Transformation. The ARL Transformation Cell/Branch will work with the Information Systems Division and the State Director of Information Management (DOIM) to institute processes and procedures to facilitate the increased use of GKO. The cell/branch will establish internal measures to track GKO utilization.

Task: Review the Logistics Transformation Strategic Plan annually and determine areas needing update.

Logistics Transformation is an initiative that is evolving and growing and will result in fundamental improvements to the Army. It is not a static process and requires periodic review and adjustment. As the Army Campaign Plan and Army G-4 focus areas develop and mature a core team of ARL and EAGLE members will review the strategic plan annually. This team will first consider each goal in light of current circumstances. Next, the team will review each goal, objective, and task to make specific recommendations for revision.

Objective 1.4. Develop an Army National Guard Logistics Transformation Strategic Communication Plan that builds understanding, facilitates the buy-in process, and inspires ownership and action.

Today's DoD organizations frequently experience unplanned change in direction or goals. Effective response to externally generated change can be achieved through well-executed strategic communications. Strategic communications is defined as the proactive and targeted development and delivery of key messages, and engagement of key stakeholders at the right time, in the right manner, and with the right response. Strategic communications must consider the entire organization, from the internal stakeholders to those external to the organization that are also concerned or vested in the organization's mission and activity.

Task: Institutionalize Logistics Transformation within the Army National Guard to ensure continuous awareness of the goals, objectives, and tasks by all levels of the enterprise.

Awareness of logistics transformation initiatives and on-going actions to achieve them are essential to ensuring their success. The education of the logistics community is necessary to ensure all concerned are informed and are aware of the Army National Guard's position on the initiatives. This needs to include the understanding of their impact on the Army National Guard. Furthermore, total situational awareness will ensure an understanding of requirements to meet the initiatives. To this end, prepare an Army Logistics Transformation and Army National Guard Logistics Transformation briefings to highlight major initiatives and efforts to achieve logistics transformation and place them on the GKO logistics page. NGB-ARL will prepare both initial briefings and revise the briefings, as necessary. The briefings, with notes, will be accessible to the logistics community, and others with a need to know, through the GKO logistics page.
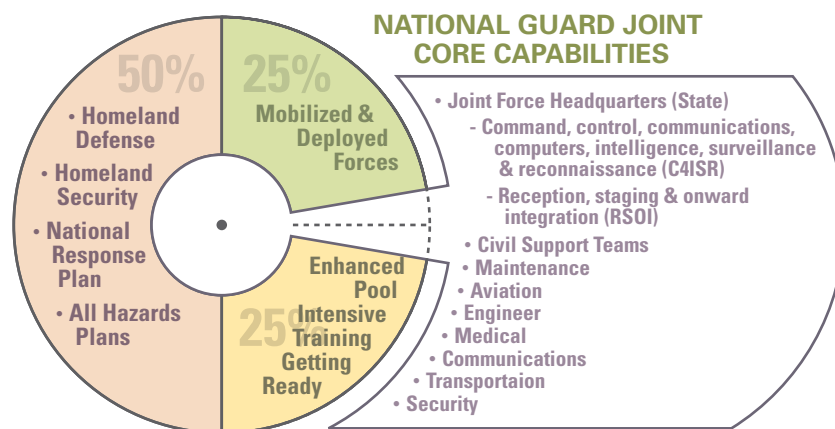
An Army National Guard Logistics Transformation briefing must inform the community on the following four levels.

- Joint Logistics – Improvements and developments of the capabilities and Joint, Interdependent Logistics Structure.
- Army Logistics Transformation – G4 Focus Areas, Army Maintenance Transformation, Modularity and other initiatives to be identified by the community.
- ARNG Logistics Transformation – equipping and sustaining the phases of the Army National Guard (ARNG) Force Generation (ARFORGEN) model, transforming the Full Time Maintenance Program to the Two Level Maintenance System, Net Centric logistical information systems and other initiatives to be identified by the community.
- State Active Duty and Title 32 logistics sustainment of joint core capabilities for Homeland Defense and Civil Support.

The ARNG is supported, top down, with full spectrum capability for the Federal Mission by the DoD, Joint Staff, and the Army. The ARNG mission also includes a State Mission and for that mission the Chief of the National Guard has provided the requirement for states to always have available defined joint core capabilities for the state mission. The logistics community has two primary responsibilities in support of State mission requirements: (1) to ensure the logistics forces operational readiness capabilities are available for state missions, and (2) to sustain the equipping and operational readiness to desired levels of the essential joint core capabilities for state missions.

The National Guard joint core capabilities to be sustained are:

- JFHQ - State required capabilities –
    - Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR)
    - Reception, Staging, Onward Movement, and Integration (RSOI)
- Civil Support Teams (CST) chemical, biological, radiological and nuclear response and detection capability.
- Maintenance capability to provide continuous equipment operational readiness during state operations in addition to before and after readiness in federal status.
- Aviation capability to transport material and personnel, and to conduct reconnaissance and Command, Control, and Communications (C3).
- Engineer capability to include search and rescue, and water purification.
- Medical capability including mass decontamination and mortuary support during mass casualty operations.
- Communications capability including layered-in unique equipment to interface with civilian HLS forces.
- Transportation capability to deploy forces (ground and air), evacuate civilians and transport of supplies.
- Security -- Organized, trained and equipped military forces with the capability to assist civilian agencies in maintaining law and order, to provide site and area security, and to provide security operations for deterrence with a military presence.

NATIONAL GUARD JOINT CORE CAPABILITIES

50%
- Homeland Defense
- Homeland Security
- National Response Plan
- All Hazards Plans

25%
Mobilized & Deployed Forces

25%
Enhanced Pool Intensive Training Getting Ready

- Joint Force Headquarters (State)
  - Command, control, communications, computers, intelligence, surveillance & reconnaissance (C4ISR)
  - Reception, staging & onward integration (RSOI)
- Civil Support Teams
- Maintenance
- Aviation
- Engineer
- Medical
- Communications
- Transportaion
- Security

Task: Create strategies to gain buy-in among internal and external stakeholders.

The ability to influence, inspire, and engage both internal and external stakeholders to support transformation is imperative to an organization's success. The Logistics Division in coordination with representatives from the EAGLE committee will identify key internal and external stakeholders and their needs. Once identified, the ARL/EAGLE Team will identify key messages to communicate to these stakeholders.

Task: Develop and execute initiatives, programs and products which assist the organization in meeting its strategic communication goals.

Logistics leaders must foster a "culture of engagement" by seeking high payoff opportunities to communicate Army messages, especially the impact of G4 focus areas to the Army National Guard. The ARL/EAGLE team will develop and execute command information and Congressional engagement plans. They will explore new ways to bring the media to the point of Soldier action. This team will create an expectation, encourage and prepare all logisticians to tell the Army story. They will engage in outreach opportunities to ensure soldiers, their families and the civilian workforce understands and supports the messages and themes. The ARL/EAGLE Strategic Communications Team must continuously assess the communication efforts to ensure the goal is maximizing stakeholder support.

GOAL TWO

Equip and sustain the modular conversion of Army National Guard units within established timelines.

Modular conversion may well be the most significant force transformation activity since conversion to the triangular division initiated by Lt. Gen. Lesley McNair in WW II. Typically the force has evolved company by company and battalion by battalion during the cold war as each unit modernized by function. Transformation plans now call for Brigade level conversion in a complete multifunctional effort at the tactical combat level. This is unprecedented and will require a significant human and financial effort. All functions common to a maneuver brigade will undergo change. In logistics, fielding of equipment will affect all units and Combat Service Support (CSS) units will change and convert to the Brigade Support Battalion in the Brigade Combat Teams (BCTs). Other support units are under redesign as well. The Army maintenance system will transform from four levels to two. All of these planned activities coupled with pursuit of victory in the GWOT will require full engagement by logisticians for several years starting in 2005. The approved BCT conversion schedule, as of January 2005, is illustrated below.

ARNG BCT(UA)/UEx Conversion Plan

Fiscal Year	BCT(UA) Conversion*	UEx Conversion*
FY 05	39 IN, 81 HVY, 30 HVY, 149 IN, 3 IN, 1 IN	
FY 06	56 SBCT (#6), 256 HVY, 2 IN, 207 IN, 3 IN, 155 HVY, 66 IN, 26 IN, 278 ACR (HVY), 116 HVY	
FY 07	29 IN, 86 IN, 53 IN, 2 HVY, 48 IN, 55 HVY, 92 IN, 56 IN, 2 IN	
FY 08	37 IN, 50 IN, 32 IN, 1 HVY, 76 IN, 218 HVY, 41 IN, 45 IN, 49 IN	

*Conversion sequence influenced by operational requirements. UEx not yet costed or resourced

The Army plans to convert all Active Component (AC) units to BCT NLT the end of FY07. The Army National Guard conversion window is between FY05 to FY08. The Army approved a conversion schedule with the following number of brigades per FY: 6/9/9/9, as depicted above. The logistics plans developed to transform the Army National Guard units must be synchronized with Army Conversion Plans. ARL must ensure that its plans are also synchronized with the fielding sequence.

HOW ARL PLANS TO ACHIEVE GOAL 2

Objectives:

2.1. Ensure successful completion of all specified and implied logistics tasks for modular conversion, as required.

2.2. Determine the resources that will be necessary to execute modular conversion.

2.3. Support the Training Division (NGB-ART), Installations Division (NGB-ARI) and Environmental Division (NGB-ARE) by assisting them in determining logistical requirements for training, facilities, and environmental considerations, including development of an Installation Support Plan.

Objective 2.1. Ensure successful completion of all specified and implied logistics tasks for modular conversion, as required.

Army Transformation requires major organizational Modified Table of Organization (MTOE) changes with implementation Effective Date (E-Dates) that will impact all of the deployable war fighting units in the Army National Guard. Every combat brigade unit will undergo these changes as scheduled in the table. Eight Army National Guard division headquarters and 34 Army National Guard Combat Brigades will convert to the modular structure. During this period, 2005 to 2009, the Army National Guard will undertake this effort to conduct orderly and efficient conversions inside the 6 year rotation cycle. Further, all the remaining Army National Guard units will also need to convert to the new Support Unit of Action (SUA) designs when completed and programmed, which will be a very challenging task.

The Army National Guard logistics community must be prepared to orchestrate the multitude of tasks essential to equip and sustain the BCT force structure changes. Senior leaders must keep the logistics requirements of Army Transformation in the forefront to ensure overall success. It is anticipated that the Force Management Division will stand up a Modular Coordination Cell (MCC) to do centralized planning. The MCC would be an asset in providing assistance to ARL in the Logistics Tasks to complete the modular transformation.

Task: ARL develop and publish a Logistics Support Plan for implementation by the State JFHQ within 12 months of E-DATES, to include policies on the acceptance, turn-in, and transfer and/or fielding of materiel and equipment.

The Logistics Support Plan, generated after extensive coordination (i.e. the ARNG Force Management Division and its MCC) and planning, provides necessary guidance to the states on conversion. This document will provide general information and guidance in enough detail for the states to comply within the conversion timelines. After the initial document, future updates will draw upon lessons learned. The expectation is that ade-

quate guidance is provided so that a state does not have to create a stand-alone document for logistical support. Each state may have to produce a supplemental document, but will not have to create a document without some level of guidance on logistical implementation. Unless prohibited by a statutory and/or regulatory document the states will have the latitude to annex the document to their particular situation.

Task: Obtain Table of Organizations (TOEs) for converting units and MTOEs, when available, to identify equipment requirements and conduct a gap analysis to prepare for fielding and sustaining the new organization.

This will require a review of all plans, orders, and guidance published in support of modular conversion to determine all logistics tasks necessary to complete the conversion. Additionally, creative thinking and planning are required to insure the necessary requirements are identified and resources provided.

One of the keys to conversion is the identification of equipment requirements and shortfalls that may necessitate cross-leveling of equipment within a given state and between states. To be successful this must happen early in the conversion process instead of later. The equipment is essential to conduct required training, qualifications, and/or provide logistical support. This will require a cooperative and collaborative coordination effort at the state and national level.

Objective 2.2. Determine the resources that will be necessary to execute modular conversion.

Task: Determine the equipment and financial requirements needed to convert.

This task historically has been determined by a gap analysis based on the difference between current equipment needs and sustainment costs versus future conversion needs. The status of deployed unit equipment is complicated by the in theater Stay Behind Equipment (SBE) and battle loses. Close and continuous coordination within the Army G-3, G-4 and G-8 will be necessary to determine fielding equipment needs and costs.

Task: Advocate for funding with the Program Evaluation Groups (PEGs) based upon Army priority.

Funding for the equipping BCT shortfalls is the most serious barrier to completing the transformation. This plus clearly displaying the costs associated with the conversions is a challenge to the logistics community. A compelling case has to be presented to the Army PEGs starting in FY05 and continuously refined in subsequent years.

Task: Identify un-financed requirements and prioritize in the budget review.

The Army National Guard currently faces three challenging requirements simultaneously: (1) mobilize and deploy units in support of ongoing GWOT operations; (2) reset returning units to ensure that they are capable of accomplishing their federal and state missions; and (3) transform and convert units into new modular designs. The Army National Guard anticipates that there will be significant shortages of Class VII items and a large maintenance backlog. For the current and future budget years, NGB, based upon evaluations from ARL, needs to determine if there are adequate resources in the FY 05/06 fielding schedule to maintain required readiness levels. Un-financed requirements must be identified and a strategy developed to handle these critical equipping issues. Regardless of affordability, the soldiers and the chain of command need to understand how the issues are to be managed.

Objective 2.3. Support the Training Division (NGB-ART), Installations Division (NGB-ARI) and Environmental Division (NGB-ARE) by assisting them in determining logistical requirements for training, facilities, and environmental considerations, including development of an Installation Support Plan.

Modular conversion may dictate both facility and environmental changes that will require necessary funding and an Installation Support Plan. While requirements in these two areas are not in the purview of ARL they will impact logistical conversion efforts and sustainment support. Therefore, ARL must support ARI and ARE in effort to stay in front of these issues.

Training also needs to be supported in the Installation Support Plan by planning and programming to provide the Training Sites and training equipment sets with logistic enablers. The tasks below will ensure the Logistics Division is providing the staff support needed to support the modular units.

Task: Coordinate with ART for training plan impacts on logistics.

Coordinate training support needs with the Training Division and keep visibility through the ACP status and updates. Ensure all the BCT Units are supported. Assist in developing requirements with ART for the Brigade Support Battalion logistics functions.

Task: Coordinate with ARI for installation plan impacts on logistics.

The ACP has the installation requirements planning scheduled to be accomplished by the next program objectives memorandum (POM) starting in FY 08. Facility planning details cannot be accomplished until the stationing location and the unit type is determined by the states.

Task: Coordinate with ARE for required environmental activities resulting from the conversion.

The state environmental specialist and military staff must insure that a National Environmental Policy Act (NEPA) evaluation is completed for the new organizations and materiel fielding. As soon as the state identifies the location, unit types, and equipment fielding plans the environmental considerations must be completed before final decisions can be fully implemented.

GOAL THREE

Synchronize and implement the plans, policies and programs for equipping and sustaining the phased Army National Guard (ARNG) Force Generation (ARFORGEN) model.

The Chief of Staff of the Army plans to focus on three "axes" – modularity, rebalancing, and stabilization. Reorganizing into modular, capabilities based units will supply the Army National Guard with more versatile and lethal units. Modular units will enable the Army to provide the joint force commander with flexible arrangements of combat power. Currently, the Army is not optimized for today's rapid deployment requirements. The Army will continue to restructure forces to mitigate stress and better align forces to projected requirements. This rebalancing will ensure that the Army provides the responsiveness and depth to achieve its strategic and operational objectives, while simultaneously defending the homeland. The Army National Guard (ARNG) Force Generation (ARFORGEN) is a process that ensures that Army National Guard units are trained, ready, and deployable over a set period of time.

The Army has adopted an expeditionary force strategy to meet the troop rotation requirements of current and future Global War on Terrorism (GWOT) commitments. The Army is employing an expeditionary phasing process to improve force generation. Starting with the goal of increasing predictability for units, the Army designed a model that prepares reserve component units for future deployments over a six year period. The Army National Guard (ARNG) Force Generation (ARFORGEN) model consists of the following six phases.

- Reset/Reorganization
- Reorganization
- Collective Training
- Combined Arms
- Certification
- Ready/Deploy

The impact of Expeditionary Phasing on Army National Guard logistics is extensive. The pre 9/11 priorities that allowed early deploying units, such as enhanced brigades, additional resources of all types on an indefinite basis has changed. The position of a Brigade Combat Team (BCT) in a rotation will determine its priority for resources. Each BCT will receive resources as it moves through its six-year cycle as shown on the chart below. The chart depicts the CNGB "Full Spectrum Force" chart in a linear fashion.

After completing its deployment mission, the unit returns and demobilizes. This is year one at the left side of the diagram. Since equipment may have been lost in combat or left in the theater for the replacement unit, the unit reconstitutes its equipment during the first three years through RESET or depot maintenance. It also receives modernized equipment between year two and three to train for the next deployment. These efforts increase both the equipment on hand and equipment readiness levels. These should reach S1/R1 in the beginning of the fourth year.

Previously, enhanced brigades received a high priority for equipment and maintenance technician manpower on a permanent basis. Even with an elevated OPTEMPO, the enhanced brigade had the funding and labor to maintain a high level of readiness. To implement the ARFORGEN model where each unit peaks its readiness every six years presents new challenges. It may be impractical to pass the newest equipment from unit to unit. The Army National Guard's federal maintenance technicians cannot move from state to state as additional capacity is needed to bring a unit to higher equipment readiness ratings. Furthermore, they can not ramp up and down based on changing annual funding levels. There is a need for a relatively steady state for technician manning. This scenario highlights how Expeditionary Phasing will change support processes.

Some of the significant issues concerning Expeditionary Phasing are:

- Providing resources for all units to meet the phased readiness requirements.
- Portability of manpower and facilities as priorities shift from unit to unit.
- The effect of the transition to two level maintenance
- Continued role of Controlled Humidity Preservation (CHP) Storage.
- Equipment stationing strategy – Unit Training Equipment Sites (UTES), Mobilization and Training Equipment Sites (MATES), Home Station.

HOW ARL PLANS TO ACHIEVE GOAL 3

Objectives:

3.1. Develop a logistics staff plan to implement the ARFORGEN readiness and sustainment goals.

3.2. Determine resource requirements for the logistics equip, maintain, and sustain functions in the ARFORGEN.

3.3. Implement the ARFORGEN model within the logistics enterprise.

3.4. Measure each National Guard state logistics capability to ensure Homeland Security (HLS) and Homeland Defense (HLD) missions can always be supported based upon NGB's vision/policy.

Objective 3.1. Develop a logistics staff plan to implement the ARFORGEN readiness and sustainment goals.

The demands of the GWOT have required the Army National Guard to tailor and task organize its units for deployment to current operations. This has resulted in an ad hoc deployed force and a group of non-deployed partially ready units lacking critical personnel and equipment. The requirements generated by this protracted conflict has affected training, the stability of leadership, unit cohesion, unit effectiveness, and a sense of predictability for soldiers and their families.

Army Core Competencies: Train/Equip Soldiers & Grow Leaders
Provide relevant & ready land power

Transition to Force Generation | **Begin Steady-State Force Generation**

Year: 1 2 3 4 110% 5 6 | 1 2 3 4 110%

P2

S3/R3

T3

BCT
MRX
CTC
BN
CO
PLT
I/C/S

Available for HLD/HLS | *Rotation Prep* | *Available for HLD/HLS*

ARNG G-3, 12 Jul 04

- - - - Indicates training readiness levels if not deployed.
Depicts varying levels of training readiness for Individual, Crew, and Squad

The Army recognizes the demands placed on it and has designed initiatives to confront these challenges.

- Reorganize into modular more lethal units cultivating and institutionalizing a Joint and Expeditionary mindset.
- Rebalance operational and support forces by building viable units, divesting under-used capabilities, and aligning capabilities by component.
- Develop a process that ensures forces are trained, ready, and deployable over a set period of time.

The ARFORGEN model is the result of this last initiative. The ARFORGEN model is a work in progress and will continue to evolve. Currently, the Army G8 and FORSCOM have force generation models. The Army G8 model is based on resources and the FORSCOM model focuses on deployment. The ARFORGEN model is a predictability model to ensure C1 readiness of our units. The Army National Guard model has two goals: continuity in training and greater predictability by having units ready to deploy every sixth year.

Task: Plan the logistics for all BCT (UA)s, Unit of Employment (UEx), Support Unit of Action (SUA), and other forces transforming for each of the six phases in the ARFORGEN model.

The Army National Guard Combat Force end state plans for 10 Heavy BCTs, 23 Infantry BCTs, and 1 Stryker BCT, and 8UEx. The ARSTAF has yet to finalize the quantities of the other CS/CSS brigades: Aviation, Sustain, Fires, Maneuver Enhancement, and Reconnaissance, Surveillance, and Target Acquisition. The numbers of these units that will be in the Army National Guard are not determined at this time. The ARFORGEN model lays out a

phased schedule for the BCTs to prepare for subsequent rotations or world wide contingency operations, but is less clear on how these other units will transform across these six phases. This plan needs yearly review to recalibrate as requirements and resources change. As a result , ARL will be continuously engaged in refining equipping and sustaining cycles to apply the right resources at the right time and phase. Much is yet to be done concerning the training strategy, and how equipment will be postured to support the phased training strategy.

Task: Synchronize the Army National Guard logistics plans with the Army G-3 and G-4 Army Campaign Plan representatives and the mobilization and de-mobilization schedules.

The Army's priority is first for the deploying forces and then for the resetting and preparing forces. The ARFORGEN will facilitate the Army priority by phasing the support so that they are at full readiness when the unit reaches the end of their cycle. The ACP will support this effort by focusing the Army attention and resources on this process. This will be a continuous process that will adjust for each rotation's battle losses and SBE as well as other inventory adjustments and procurement.

Task: Develop concepts and plans to address equipping and sustaining deficiencies.

The Army resourcing priorities listed below challenge logisticians to constantly monitor the equipment and funding requirements as units transition from one phase to another.

- Deployed forces supporting current GWOT operations.
- Next deploying forces
- Transforming forces
- Army Pre-positioned Stocks (APS) and Army Regional Flotillas (ARF)
- Forward Presence/Security Commitments

ARL must take these priorities into account when they build their equipping and sustainment plans. The chart below explains the challenges of preparing units. Logisticians must work toward flattening out the equipment ramp between years two and five.

Objective 3.2. Determine resource requirements for the logistics' equip, maintain, and sustain functions in the ARFORGEN.

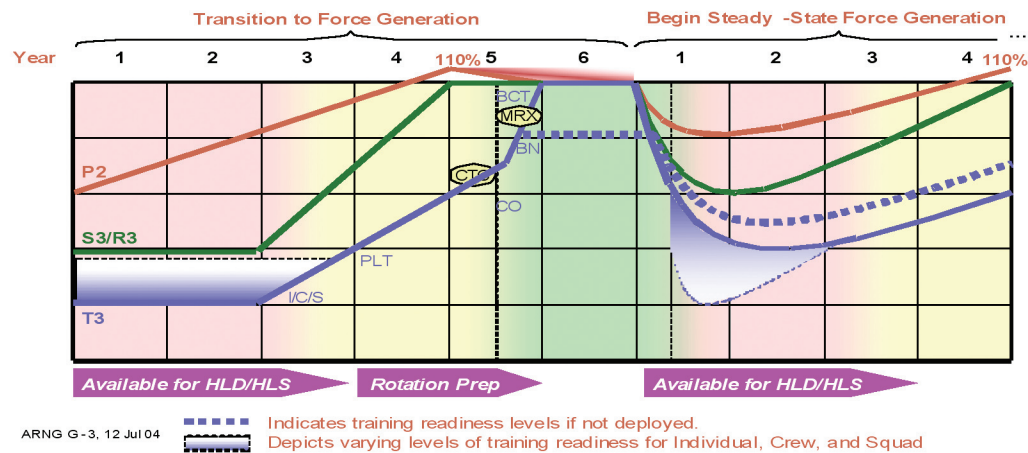Conversion of the Army National Guard BCTs will require a great amount of sustained effort and detailed coordination between the states, the directorate and the Army Staff (ARSTAF). Preliminary planning has resulted in the following assumptions. The costing of these conversions assumes that 33 BCTs will initially convert to the Base TOE with sub-

Six-Year Unit Equipment Cycle

Begin Modularity

M DAY

Deployed   0   1   2   3   4   5   6   Deployed

100%
MTOE + ONS

REPLACE

S1 — **Battle Losses** — S1 — **Battle Losses**

S2 — **MODERNIZATION** — S2

S3 — EQUIP ON HAND (S) — S3 — **Baseline EOH = HLS**

RESET = REBUILD/REFURBISH

S4 — EQUIP READINESS (R) — S4

stitute line items. Appendix H, SB 700-20 is a valid list of substitutable LINs. This is the same method as the active forces. Additionally, equipment will be cross leveled to other Army National Guard units from the two brigade de-activations. There are no changes to the full time support (FTS) force in the FTS ramp currently programmed. OPTEMPO may change pending new equipment training and development of a training strategy. It is estimated that at least 30% of the soldiers in the BCT will require Military Occupational Specialty (MOS) reclassification training. For the logisticians, the Two Level Maintenance Organizational Design changes in the Brigade Support Battalion and MOS revisions cause a good portion of the MOS reclassification. The logistics community needs to ensure they have adequate schools seats and funding to accomplish conversion. The Army National Guard will address permanent facilities requirements for modular conversions in the next programming cycle.

Task: Develop the detailed program requirements necessary to implement the ARFORGEN readiness goals by April for the POM build and every year thereafter.

The logistics division must work in close coordination with force structure, training, installations, and information systems to develop and maintain detailed program requirements. These requirements need to be updated on a yearly basis to be included in the POM build. Once established, the requirements must be coordinated with G-8 and the respective PEG point of contact to develop a strategy for the POM build negotiations.

Task: Present the program requirement to each of the Program Evaluation Groups (Equipping, Training, Sustaining, Manning, etc) for the FYDP 07-13 and every year thereafter.

The chart illustrated below lists the current estimated cost of Army National Guard modularity by PEG and FY.

PEG	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY05-11	FY08-1
Equipping	446.1	928.3	919.8	845.0	706.0	761.0	314.0	4,920.2	2,626
Training	55.5	108.5	110.2	109.1	103.6	112.5	0.0	599.4	325
Installations	0.0	1.9	3.9	44.7	48.5	48.4	48.4	195.8	190
Sustaining	7.5	37.0	38.0	39.0	40.0	41.0	27.0	229.5	147
BTOE+ Total	509.1	1,075.7	1,071.9	1,037.8	898.1	962.9	389.4	5,944.9	3,288
Modernization	0.0	0.0	400.0	400.0	400.0	400.0	400.0	2,000.0	1,600
Grand Total	509.1	1,075.7	1,471.9	1,437.8	1,298.1	1,362.9	789.4	7,944.9	4,888

NOTE: Does not include NET for ADSW for M-Day

A similar costing methodology needs to be completed for each of the other 5 Phases; Reset, Collective Training, Combined Arms, Certification, and Ready/Deploy. Each phase needs to capture the unique costs required to complete the phase successfully. For instance, during reset maintenance funding and second destination transportation charges may be the key enablers while later in the advanced training phases additional OPTEMPO funding and additional paid training days will be required.

Task: Identify critical shortfalls impeding the ARFORGEN model execution, the cost of un-financed requirements (UFR), assess the risks to the Warfighter and the HLS/HLD capabilities, and coordinate the UFR priority with the G-3.

The ARFORGEN model sets high standards and establishes significant resource requirements to achieve necessary readiness conditions. Programmed funds will not cover all the requirements and fill all shortages. ARL in collaboration with the states needs to identify the shortfalls as units proceed through the ARFORGEN model. Once identified they need to be evaluated for means to work around Doctrine, Organization, Training, Materiel, Leadership/Education, Personnel, and Facilities (DOTMLPF) can be solved with a non-material solution. If they cannot be funded then there will be a need to identify them as an un-financed requirement. In coordination with the operators and trainers assess the risks against the missions and coordinate the UFR priorities with the G-3.

Task: Assist the Army National Guard G-8 in the UFR development and submission of the budget to the Army Budget Office (ABO) and NGB Legislative Liaison.

Modular conversion will negatively affect the units equipment readiness. It is estimated that converting an infantry brigade to a light BCT will cost $149.7 M; a heavy brigade to a light BCT will cost $145.4 M; and a heavy brigade to heavy BCT will cost $225.6 M. ARL must assist the Army National Guard Force Modernization division and the G-8 in developing the Un-financed Requirements (UFR) list. These UFRs compete with other functional requirements: personnel, training, information technology and full time support, for limited resources. The logistics representatives must make the most compelling case possible for their requirements.

Objective 3.3. Implement the Army National Guard (ARNG) Force Generation (ARFORGEN) model within the logistics enterprise.

One of the most difficult aspects of the ARFORGEN model is to equip Army National Guard units adequately. In an expeditionary environment, units will no longer be able to continue to treat equipment as permanently owned by the units. Equipment ownership will be an exception in a rotation based force. Increasingly we will separate soldiers from their equipment, tailoring the material for the mission at hand. These concepts will require some powerful cultural changes and patient explanation to leaders and their soldiers.

Task: EAGLE Committee updates the Chief ARL on status of implementing the ARFORGEN model and identifies the issues that need resolution.

The EAGLE Committee is an excellent vehicle to confront the cultural challenges of the ARFORGEN equipping model and report back to the Chief of ARL. The committee must work closely with all states to ensure that the ARFORGEN model is understood and implemented. As more units enter the ARFORGEN model, the committee needs to identify issues and shortfalls and report these quarterly to the Chief of ARL. The chief needs the most factual and timely data available so that he can advocate for the necessary resources.

Task: Assess and update the Adjutant Generals (TAGs) and Army National Guard Directorate Leadership regarding each logistics readiness goal within the ARFORGEN model (frequency and mechanism TBD, but not less than annually).

The EAGLE Committee members are closest to the potential problems that will develop when we implement the ARFORGEN model. Using the data gathered in the preceding task, the Chief of ARL needs to analyze and prepare a report on the achievement or shortfall in the logistics readiness goals of the ARFORGEN model. This report must not only highlight problems, but suggest feasible solutions that can increase unit readiness.

Objective 3.4. Measure each National Guard state logistics capability to ensure HLS/HLD missions can always be supported based on NGB's vision/policy.

Under the leadership of the CNGB, the states and territories established the Joint Force Headquarters (JFHQ). These headquarters supply several joint core capabilities: command, control, communication, computers, intelligence, surveillance and reconnaissance. They also provide reception, staging, and onward integration. NGB has also begun several joint force initiatives. The Weapons of Mass Destruction - Civil Support Teams (CST) are or will be in all states. These units consist of 22 personnel whose primary mission is to conduct surveys in contaminated areas and do on site evaluation. The Chemical, Biological, Radiological, Nuclear and high yield Explosive materials (CBRNE) Enhanced Response Force Package (CERFP) construct provides states with a regional task that can respond within 6 – 72 hours. The CERFP has the capability to perform mass patient/casualty decontamination and triage, emergency medical treatment and to locate and extract victims from the "hot zone" to support civil first responders or military authorities.

The reason for pointing out the new HLS mission support capabilities is to high-light that logistics support needs to be managed and integrated into the Army mainstream for these new capabilities. ARL, NGB J4/J3 and JFHQ State J4/J3 all need to develop and coordinate the support packages for these organizations and determine responsibility between the Army and Air Force.

SPECTRUM OF OPERATIONS
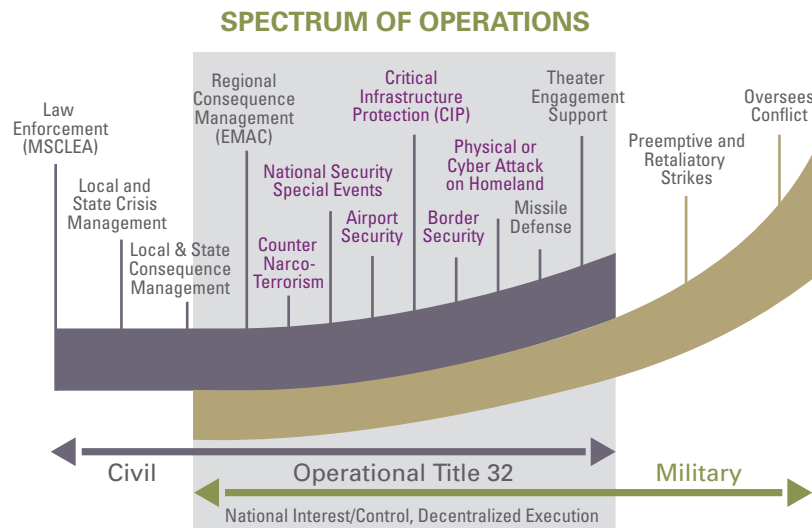
Task: Determine from each JFHQ their minimum equipment baseline to support Title 32 HLD/HLS missions and state emergency operations by September 05.

Each state and territory has different HLD/HLS requirements and capabilities. ARL will work with NGB J-4 and the JFHQs J-4s to build a unique HLS master equipment list for each state and territory.

Task: Coordinate with NGB J-3 and J-4 in determining what logistics to measure for the HLS mission.

A unit's TO&E provides adequate equipment for a unit to perform its combat mission. National Guard units have frequently been called on to provide support to civil authorities. In most instances, these missions required little more than manpower and rolling stock. HLS mission require a new higher level of preparation. Additionally, with numerous Army National Guard units deployed, the density of equipment in many states is lower than usual. ARL will coordinate with NGB J-3 and NGB J-4 to determine what equipment and resources are adequate or required to support Homeland Security missions.

Task: Create an internal capability to continuously monitor the logistics status for HLS.

The unit status report, DA Form 2715, measures the status of a unit to perform its wartime mission. The Status of Resources and Training System (SORTS) was built to gather this data and supply it to military decision makers. HLS missions have different requirements that Army National Guard units must work to accomplish. ARL in coordination with NGB J-3 and J-4 must determine what equipment and services are required to perform HLS missions and build a system to monitor the status of these items and capabilities.

Full Spectrum Force
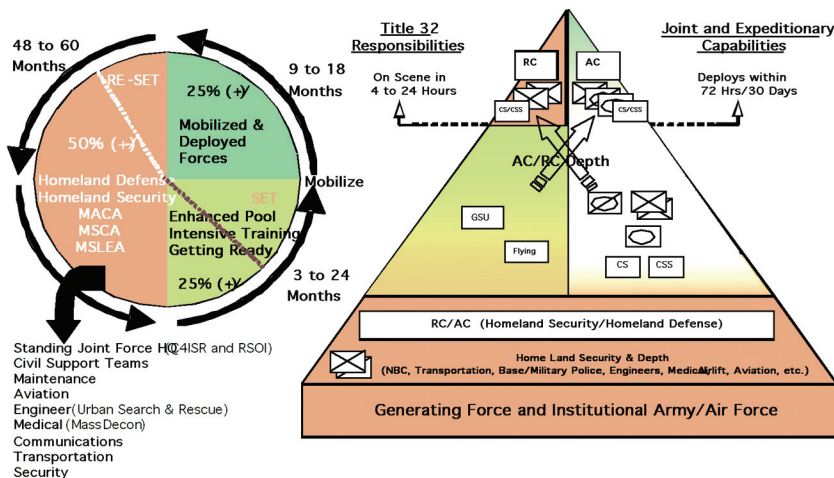
Task: Identify how the Army, DoD and other Agencies address Homeland Security missions and capabilities of the Army National Guard.

The "2004 National Security Strategy" establishes homeland security as the first priority of the Nation. Homeland Security is a concerted national effort to prevent terrorist attacks within the United States, reduce America's vulnerability to terrorism, and minimize the damage and recover from attacks that occur. In most instances, DoD will be supporting another Federal agency in responding to HLS incidents. ARL will review and identify how the Army, DoD and other Agencies address HLS requirements and determine what capabilities and missions the Army National Guard can be a part of.

Task: Create a standardized Army National Guard mission briefing with speaker notes, to explain Army National Guard Title 32 (HLS) missions to ensure an understanding of those capabilities resident in the logistics transformation.

Although the Army National Guard is the oldest component of the United States Armed Services, there remains a lack of understanding about the National Guard's roles and functions. In order to ensure a greater understanding of the role of the National Guard, ARL will coordinate with the NGB Public Affairs to create a briefing with speaker's notes to fully explain Title 32 (HLS) missions.

VI. GOAL FOUR

GOAL FOUR

Establish a formal total force logistics career management program for all personnel to perform at Unit, State, and National level.

The key to success is to always ensure you have a trained and ready work force with the requisite skills, education, assignments, expertise, and opportunity to grow both professionally and personally. Towards that end, this goal looks at the Army National Guard logistics community work force to ensure all are provided guidance and direction to succeed. In the development of this strategic plan, the need for this goal was clearly identified. It was recognized that there are five distinct career paths and that in a given career an individual may very well serve in multiple paths. This goal's intent is to provide direction and guidance for logistical personnel to see what is required to be successful in each path and when necessary, to understand the requirements to freely move between the paths.

HOW ARL PLANS TO ACHIEVE GOAL 4

Objectives:

4.1. Define the following five distinct career paths: GS, M-day, T.32, T.10, and Technician (Dual Status/Excepted)

4.2. Develop and implement programs that support a culture that fosters the movement of logistics personnel between the national level and states and vice versa to expand the career opportunities and enhance the quality of the force through a broadened understanding of jobs and experience.

4.3. Identify, develop, and build a logistics training and exercise strategy in partnership with active units, Army National Guard Command Logistics Review Team (CLRT), Army National Guard Professional Education Center (PEC), Army Logistics Management College (ALMC), National Maintenance Training Center (NMTC), and Combined Arms Support Command (CASCOM).

Objective 4.1. Define the following five distinct career paths: GS, M-day, T.32, T.10, and Technician (Dual Status/Excepted).

These five identified paths need to be clearly defined in a source document/location for all to see and review. It must provide qualifying education, experience, and assignment requirements for personnel to make career decisions and advance within the system.

Task: Research personnel documents to define and illustrate career paths and provide this information in a Logistics Career Development "Smart Book."

This will require extensive research among different personnel systems to ensure all relevant information is obtained. It will require annual review of those documents and subse-

quent updates to the Smart Book. It must identify the functions and skills required by each position. It must be accessible, relevant, and used in determining schooling and assignments. The Smart Book should provide a "Quick Look" on current logistics career paths to capture lessons learned and best practices to assist in building a roadmap to the future.

Task: Outline the qualifying education, experience, and assignments for each of the five career paths to ensure upward mobility opportunities are reasonable, fair, and competitive.

It is important to portray a successful career path related to education and assignments that then equates to an increase in experience and provides opportunities for professional and career growth. This information is used both by the individual and career development personnel in assisting with selection of schooling and assignments.

Task: In coordination with the Army National Guard G-1; develop, implement, and publish a logistics personnel career management process.

There is a need to have an identified process that is understood and used when making logistics assignments, selection for schools, and determination of qualified personnel. Published guidance will allow individuals and career managers to apply a set of guidelines when seeking assignments or when attempting to identify qualified candidates. This logistics personnel career management process is essential to ensuring career enhancement, assignments, and opportunities for promotion and to enhance logistics expertise and knowledge.

Task: Staff findings, as necessary, with Army Branch or functional proponency offices to recognize Army National Guard distinct career paths.

Once this is completed, the Army National Guard must coordinate and seek approval from both the Army and within the Army National Guard promotion and selection boards. This will provide legitimacy and recognition of each of the career paths.

Objective 4.2. Develop and implement programs that support a culture that fosters the movement of logistics personnel between the national level and states and vice versa to expand the career opportunities and enhance the quality of the force through a broadened understanding of jobs and experience.

To enhance logistics expertise and knowledge there is a need to create an environment that freely allows logistics personnel to move from the states to a national level position.

Furthermore, the necessary MTOE positions (e.g. command) for career enhancement are only available by returning to a MTOE billet within a state. Access to Full Time Support positions both in the National Guard states and at the national level are critical to career enhancement and mobility.

Task: Ensure access and distribution of logistics accession (job) notices by publishing an Army National Guard Logistics personnel listing, by the identified career paths, by each National Guard state and at the national level.

This listing will provide visibility and availability of logistics full-time support positions throughout the Army National Guard. This will allow qualified and eligible candidates the opportunity to compete for assignments. This listing coupled with known requirements will assist in ensuring the most qualified personnel apply for assignments.

Task: Develop a recognition and incentives program for National Guard state participation.

This program will recognize and provide incentives to National Guard states that actively participate in providing qualified personnel to work at the national level and when applicable accepting those personnel back into the states to compete for qualifying positions. There is a need to recognize stellar participation that can only improve the quality of the logistics workforce.

Task: Make the professional development of logistics positions an EAGLE Committee tracking issue.

The EAGLE committee should monitor implementation, effectiveness, and compliance with the career management process. Furthermore, the EAGLE should monitor assignment to the national level to ensure the most qualified logistics personnel are entering the program and proper selections are made.

Objective 4.3. Identify, develop, and build a logistics training and exercise strategy in partnership with active units, Army National Guard Command Logistics Review Team (CLRT), Army National Guard Professional Education Center (PEC), Army Logistics Management College (ALMC), National Maintenance Training Center (NMTC), and Combined Arms Support Command (CASCOM).

There was an identified need to expand logistics training beyond that taught at PEC. It was also recognized that training taught by the Active Army may not allow the opportunity for all Army National Guard personnel to attend based on the length of the classes. Plus, the

Army National Guard funding and organizational processes are unique from the Army's processes and those National Guard processes need to be taught. It is understood that this may require a change in focus of the PEC Logistics Training Center (LTC).

Task: Identify training and exercise requirements and program resources.

Based on OIF/OEF lessons learned identify the requirements for training courses and compare those to logistics training currently hosted by PEC. From this analysis redesign the courses taught by PEC. In those cases where Active Army courses are not conducive to Army National Guard personnel work with TRADOC to restructure the course to allow for the pertinent information to be taught at PEC. The need for logistics to be "played" in exercises, wargames, and/or seminars is essential to capturing logistical requirements and potential shortfalls.

LOGISTICS STRATEGIC PLAN
TASK MATRIX

Goal One: Ensure the Army National Guard Logistics Community successfully implements logistics transformation by establishing systems, processes, and procedures; and sets a clear path to become a net-centric enterprise.

OBJECTIVES	TASKS	FY05	FY06	FY07	FY08	FY09
1.1 Organize an ARNG logistics transformation cell/branch to manage and work logistics transformation.	1. Develop a charter for this cell.	▉				
	2. Influence logistics transformation efforts through active participation in Army Staff and relevant MACOM IPTs related to logistics transformation.	▉	▉	▉	▉	▉
	3. Identify resources and bill payers needed to plan, coordinate, and implement ARNG logistics transformation (manpower, budget, automation tools).	▉	▉	▉	▉	▉
	4. Fully leverage ARNG representatives at specific commands to advocate for ARNG Goals and Objectives.	▉	▉	▉	▉	▉
	5. Identify "enablers" that will assist the ARNG in accomplishing its transformation initiatives.	▉	▉	▉	▉	▉
1.2 Develop a net-centric enterprise architecture that identifies key ARNG business processes and aligns them to the Single Army Logistics Enterprise (SALE) and the Single Army Financial Enterprise (SAFE) architectures.	1. Develop a roadmap for working with these initiatives to achieve a logistics system's path for ARNG transformation.	▉		▉		▉
	2. Conduct technical conversion assessments of stovepipe applications.	▉	▉	▉	▉	▉
	3. Prioritize all applications for conversion.	▉	▉	▉	▉	▉

OBJECTIVES	TASKS	FY05	FY06	FY07	FY08	FY09
1.3 Use the EAGLE Committee to determine what logistics information is important and vital for the states to accomplish their missions.	1. Establish EAGLE sub-committees to develop an outreach strategy to expand effective participation of state logisticians in national level issues and vise versa.	▓				
	2. Each ARL Branch and EAGLE Sub-committee will determine ways to improve the flow of logistics procedures and information throughout the logistics enterprise.	▓		▓		▓
	3. Make GKO user friendly and effective for logistic matters.	▓				
	4.Review the Logistics Division Transformation Strategic Plan annually and determine areas needing update.	▓	▓	▓	▓	▓
1.4 Develop an ARNG Logistics Transformation Strategic Communication Plan that builds understanding, facilitates the buy-in process, and inspires ownership and action.	1. Institutionalize Logistics Transformation within the ARNG to ensure continuous awareness of the goals, objectives, and tasks by all levels of the enterprise.	▓	▓	▓	▓	▓
	2. Create strategies to gain buy-in among internal and external stakeholders.	▓	▓	▓	▓	▓
	3. Develop and execute initiatives, programs, and products which assist the organization in meeting its strategic communication goals.	▓	▓	▓	▓	▓

Goal Two: Equip and sustain the modular conversion of Army National Guard units within established timelines.

OBJECTIVES	TASKS	FY05	FY06	FY07	FY08	FY09
2.1 Ensure successful completion of all specified and implied logistics tasks for modular conversion, as required.	1. ARL develop and publish a Logistics Support Plan for implementation by the State JFHQ within 12 months of E-DATES, to include policies on the acceptance, turn-in, transfer, and/or fielding of materiel and equipment.					
	2. Obtain TOEs for converting units and MTOEs, when available, to identify equipment requirements and conduct a gap analysis to prepare for fielding and sustaining the new organization.					
2.2 Determine the resources that will be necessary to execute modular conversion.	1. Determine the equipment and financial requirements needed to convert.					
	2. Advocate for funding with the PEGs based upon Army priority.					
	3. Identify unfinanced requirements and prioritize in the budget review.					
2.3 Support ART, ARI, and ARE by assisting them in determining logistical requirements for training, facilities, and environmental considerations, including development of an Installation Support Plan.	1. Coordinate with ART for training plan impacts on logistics.					
	2. Coordinate with ARI for installation plan impacts on logistics.					
	3. Coordinate with ARE for required environmental activities resulting from the conversion.					

Goal Three: Synchronize and implement the plans, policies and programs for equipping and sustaining the phased Army National Guard (ARNG) Force Generation (ARFORGEN) model.

OBJECTIVES	TASKS	FY05	FY06	FY07	FY08	FY09
3.1 Develop a logistics staff plan to implement the ARFORGEN readiness and sustainment goals.	1. Plan the logistics for all BCT (UA)s, UExs, SUAs, and other forces transforming for each of the six phases in the ARFORGEN.	▓	▓	▓		
	2. Synchronize the ARNG logistic plans with the Army G-3 and G-4 Army Campaign Plan representatives and the mobilization and demobilization schedules.	▓	▓	▓	▓	▓
	3. Develop concepts and plans to address equipping and sustaining deficiencies.	▓	▓	▓	▓	▓
3.2 Determine resource requirements for the logistics equip, maintain, and sustain functions in the ARFORGEN.	1. Develop the detailed program requirements necessary to implement the ARFORGEN readiness goals by April for the POM build and every year thereafter.	▓	▓	▓	▓	▓
	2. Present the program requirement to each of the Program Evaluation Groups (Equipping, Training, Sustaining, Manning, etc.) for the FYDP 07-13 and every year thereafter.	▓	▓	▓	▓	▓
	3. Identify critical shortfalls impeding ARFORGEN model execution, the cost of un-financed requirements (UFR), assess the risks to the Warfighter and the HLS/HLD capabilities, and coordinate the UFR priority with the G-3.	▓	▓	▓	▓	▓
	4. Assist the ARNG G-8 in the UFR development and submission of the budget to ABO and NGB Legislative Liaison.	▓	▓	▓	▓	▓

OBJECTIVES	TASKS	FY05	FY06	FY07	FY08	FY09
3.3 Implement the ARFORGEN Model within the logistics enterprise.	1. Eagle Committee update Chief ARL on status of implementing the ARFORGEN model and identify the issues that need resolution.	▉	▉	▉	▉	▉
	2. Assess and update the TAGs and ARNG Directorate Leadership regarding each Logistics readiness goals within the ARFORGEN model (frequency and mechanism TBD, but not less than annually).	▉	▉	▉	▉	▉
3.4 Measure each National Guard state logistics capability to ensure HLS/HLD missions can always be supported based upon NGB's vision/policy.	1. Determine from each JFHQ their minimum equipment baseline to support T.32 HLD/HLS missions and state emergency operations by Sep 05.	▉	▉			
	2. Coordinate with NGB J-3 and J-4 in determining what logistics to measure for the HLS mission.	▉	▉			
	3. Create an internal capability to continuously monitor the logistics status for HLS.	▉	▉	▉	▉	▉
	4. Identify how the Army, DoD and other Agencies address Homeland Security missions and capabilities of the ARNG.	▉	▉	▉	▉	▉
	5. Create a standardized ARNG mission briefing, with speaker notes, to explain ARNG Title 32 (HLS) missions to ensure an understanding of those capabilities resident in the logistic transformation.	▉		▉		▉

Goal Four: Establish a formal total force logistics career management program for all personnel to perform at Unit, State, and National level.

OBJECTIVES	TASKS	FY05	FY06	FY07	FY08	FY09
4.1 Define the following five distinct career paths: GS, M-Day, T.32, T.10, and Technician.	1. Research personnel documents to define and illustrate career paths and provide this information in a Logistics Career Development "Smart Book."	▧	▧			
	2. Outline the qualifying education, experience, and assignments for each of the five career paths to ensure upward mobility opportunities are reasonable, fair, and competitive.				▧	
	3. In coordination with the ARNG G-1; develop, implement, and publish a logistics personnel career management process.	▧				
	4. Staff findings, as necessary, with Army Branch or functional proponency offices to recognize ARNG distinct career paths.	▧			▧	
4.2 Develop and implement programs that support a culture that fosters the movement of logistics personnel between the national level and states and vice versa to expand the career opportunities and enhance the quality of the force through a broadened understanding of jobs and experience.	1. Ensure access and distribution of logistics accession (job) notices by publishing an ARNG Logistics personnel listing, by the identified career paths, by each National Guard state and at the national level.	▧	▧	▧	▧	▧
	2. Develop a recognition and incentives program for National Guard state participation.	▧		▧		
	3. Make the professional development of logistic positions an EAGLE Committee tracking issue.	▧	▧	▧	▧	
4.3 Identify, develop, and build a logistics training and exercise strategy in partnership with active units, CLRT, PEC, ALMC, NMTC, and CASCOM.	1. Identify training and exercise requirements and program resources.	▧		▧		▧

APPENDIX B

ARMY LOGISTICS WHITE PAPER
Delivering Materiel Readiness to the Army

The Army G-4 exists to deliver materiel readiness to our Soldiers - a task that has remained the same for years. Today's operating environment has changed; we are an Army at War... relevant and ready. Our most critical task is to sustain the combat readiness of our Deployed Force and to maintain the operational readiness of the Current Force. The Current Force provides the war fighting readiness that serves our Nation. The Current Force must adapt to a changing enemy and fight and win decisively against any threat. Our fundamental challenge within G-4 is to enhance our current capabilities while transforming Army Logistics for tomorrow. We will accomplish this vital task by focusing our efforts on four clear objectives.

This White Paper describes four G-4 Focus Areas we will hold preeminent over the next two years. It addresses known shortfalls in our current structure that require immediate action, and directly supports our Army's transition to an expeditionary force that is agile, versatile, and capable of acting rapidly and effectively. These Focus Areas are the Army G-4's highest priority, and we will apply our policies, processes, and resources to ensure success.

Focus Area #1

Connect Army Logisticians. Today's Army Logistician cannot see the requirements on the battlefield. Our customers cannot see the support that is coming their way. As a result, we rely on pushing support based on our best estimate of what we think the Soldier needs. Soldiers order the same item several times because they have no confidence support is on the way. We will solve this problem by connecting Army Logisticians. Army Logisticians will be an integral part of the joint battlefield network with satellite-based communications that provide 24/7 connectivity on demand, enabling them to pass and to receive key data from the battlefield to the industrial base. This connectivity will cover the battlefield, and it will provide Army Logisticians the agility and flexibility to quickly plug into and unplug from a dedicated network with an asynchronous (stand-alone) capability.

The G-4, along with the U.S. Army Materiel Command (AMC) and the U.S. Army Combined Arms Support Command (CASCOM), will work with the Chief of Staff of the U.S. Army (CSA) Task Force Network to ensure logistics communications solutions are embedded within the Army's network and will optimize joint and combined operations in an expeditionary environment. Our Enterprise Resource Planning work in Battle Command Sustainment and Support System (BCS3), Global Combat Support System – Army (GCSS-A), Logistics Modernization Program (LMP), and Product Life-cycle Management (PLM+) are critical to implementing fully this Focus Area from foxhole to factory to foxhole. The logistics common operating picture (LCOP) will be improved by this network connectivity, and it will provide the vital link in the joint commander's ability to see his force and to make decisions based upon accurate, real-time logistics information.

Focus Area #2

Modernize Theater Distribution. Today's Army is not able to respond rapidly and precisely when support requirements are identified. We do not have the battlefield distribution

system that we need. We cannot provide time-definite delivery schedules, and we cannot effectively control physical movements across the new battle environment. Effective theater sustainment rests solidly on the fundamental concepts of distribution-based logistics. We need a single focus on the simple task of guaranteeing delivery -- on time, every time. We must have a distribution system that reaches from the Soldier at the tip of the spear to the source of support, wherever that may be. Our success will be measured at the last tactical mile with the Soldier.

We will build warfighter confidence by increasing visibility and establishing flexible, responsive distribution capabilities. We will not need to store large quantities of supplies forward because we will respond to customer requirements with speed and precision. The G-4 will work with CASCOM and the U.S. Transportation Command, the DOD distribution process owner, to develop this solution from factory to foxhole in the joint environment. Along with AMC and the Defense Logistics Agency, we are committed to enabling an effective distribution-based sustainment process. We will work with the CSA Task Force Modularity to develop this objective in the near term.

Focus Area #3

Improve Force Reception. We have invested heavily over the past 10 years in improving our ability to deploy rapidly from our continental U.S. platforms. The strategic movement of forces by Large Medium Speed Roll-On/Roll-Off (LMSR) vessels and C-17 aircraft has significantly enhanced our capabilities. However, we have not invested at the other end -- in our ability to receive forces in the theater. We are hamstrung by the lack of an organizational construct that focuses on joint theater opening tasks. Today, we build ad hoc support organizations to execute aerial and sea port of debarkation operations, and we depend on forces from several organizations to establish the theater sustainment base. This process of receiving forces in theater takes time, a luxury we will not have as the Army develops an expeditionary structure that is capable of rapidly deploying joint-capable force modules.

In order to effectively facilitate the immediate operational employment and sustainment of the expeditionary force flow, we will design an integrated theater-opening capability that can respond on extremely short notice and can execute critical sustainment tasks immediately upon entry. That theater-opening capability will not be an ad hoc organization. It must be a support organization that has trained to the task. It must be enabled with the right tools to succeed, and it must have the capacity to expand to meet theater growth. The critical operational tasks for this organization include: (1) providing operational sustainment command and control with reach-back capability and initial network visibility; (2) conducting theater reception, staging onward-movement and integration operations, to include life support, force protection and port of debarkation operations; and (3) sustaining forces in theater with theater distribution and requirements visibility.

Focus Area #4

Integrate the Supply Chain. Over the past several years the Army has taken supply reductions at many levels for various reasons. We changed Army policy several years ago to reduce the amount of items carried on unit prescribed load listings while simultaneously reducing stock levels in many authorized stockage lists across the field army. Additionally, we took risks at the strategic level by under funding strategic spares programs. The

cumulative result of these reductions is a lean supply chain without the benefit of either an improved distribution system or an enhanced information system. As a result, our Soldiers are at the end of a long line of communication with reduced inventories and an old distribution system.

We will view the supply chain in a holistic manner to ensure we understand the impact of actions across the entire chain, not just at a single level or within a single service. This joint, end-to-end view is essential if we are to provide the kind of support our Soldiers deserve. The solution is an enterprise view of the supply chain, and an agency and a service integration of processes, information, and responsibilities. We are committed to developing the Army's Enterprise Solution to the supply chain in close coordination and alignment with DOD's Focused Logistics Initiative. Ultimately, joint information will be freely and automatically shared among strategic, operational and tactical level headquarters and agencies. Consumers and logisticians from all agencies and services will enter local supporting systems, plug into the sustainment network, and be afforded end-to-end joint total asset visibility (JTAV). As a result of our Theater Distribution efforts, combatant commanders will be capable of seeing inventory in motion, as well as seeing what is available at storage locations, and they will be able to rapidly and effectively execute decisions that meet their requirements.

Conclusion

We will build confidence in the minds of the combatant commanders by delivering sustainment on time, every time. We can do that only if we provide Army Logisticians the capability to see the requirements every day and to control the distribution to guarantee precise, time-definite support. Army Logisticians will be part of joint and combined logistics processes that increase speed to deliver focused logistics. We will integrate real-time total asset visibility and seamlessly connect to the industrial base. This will give us an LCOP that will enable the kind of end-to-end control that always delivers the right support to the exact location at the precise time needed. If we do not connect Army Logisticians, improve the capability of the distribution system, modernize force reception, provide integrated supply management and give the joint force combatant commanders JTAV, we will study these same lessons after the next major conflict. The Army G-4 is committed to ensure that we will not have to relearn these same lessons.

ABO	Army Budget Office
ACP	Army Campaign Plan
AGR	Active Guard Reserve
ALMC	Army Logistics Management College
AMC	Army Materiel Command
ARE	Army National Guard, Environmental Division
ARF	Army Regional Flotillas
ARFORGEN	Army National Guard (ARNG) Force Generation
ARI	Army National Guard, Installations Division
ARL	Army National Guard, Logistics Division
ARNG	Army National Guard
APS	Army Pre-positioned Stocks
ARSTAF	Army Staff
ART	Army National Guard, Training Division
BCS3	Battle Command Sustainment and Support System
BCT	Brigade Combat Team
C4ISR	Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance
CASCOM	Combined Arms Support Command
CBRNE	Chemical, Biological, Radiological, Nuclear and high yield Explosive materials
CERFP	CBRNE Enhanced Response Force Package
CHP	Controlled Humidity Preservation
CLRT	Command Logistics Review Team
CNGB	Chief National Guard Bureau
CS	Combat Support
CSA	Chief of Staff, Army
CSS	Combat Service Support
CST	Civil Support Teams
DoD	Department of Defense
DOIM	Director of Information Management
DOTMLPF	Doctrine, Organization, Training, Materiel, Leadership/Education, Personnel, and Facilities
E-DATE	Effective Date
EAGLE	Executive Advisory Group for Logistics Excellence
FORSCOM	Forces Command
FTS	Full Time Support
GCSS-A	Global Combat Support System – Army
GKO	Guard Knowledge Online
GS	General Schedule
GWOT	Global War On Terrorism

HLD	Homeland Defense
HLS	Homeland Security
IPT	Integrated Product/Process Team
JFHQ	Joint Force Headquarters
JTAV	Joint Total Asset Visibility
LCOP	Logistics Common Operating Picture
LIN	Line Item Number
LMP	Logistics Modernization Program
LMSR	Large Medium Speed Roll-On/Roll-Off
MACOM	Major Command
MATES	Mobilization and Training Equipment Sites
MCC	Modular Coordination Cell
MOS	Military Occupational Specialty
MTOE	Modified Table of Organization
NEPA	National Environmental Policy Act
NMTC	National Maintenance Training Center
OEF	Operation Enduring Freedom
OIF	Operation Iraqi Freedom
OPTEMPO	Operational Tempo
PEC	Professional Education Center
PEG	Program Evaluation Group
PLM+	Product Life-cycle Management Plus
POA&M	Plan of Actions and Milestones
POC	Point of Contact
POM	Program Objective Memorandum
RSOI	Reception, Staging, Onward Movement, and Integration
SAFE	Single Army Financial Enterprise
SALE	Single Army Logistics Enterprise
SBE	Stay Behind Equipment
SORTS	Status of Resources and Training System
SUA	Support Unit of Action
TOE	Table of Organization
TRADOC	Training and Doctrine Command
UEx	Unit of Employment
UFR	Un-financed Requirements
USPFO	United States Property and Fiscal Officer
UTES	Unit Training Equipment Site